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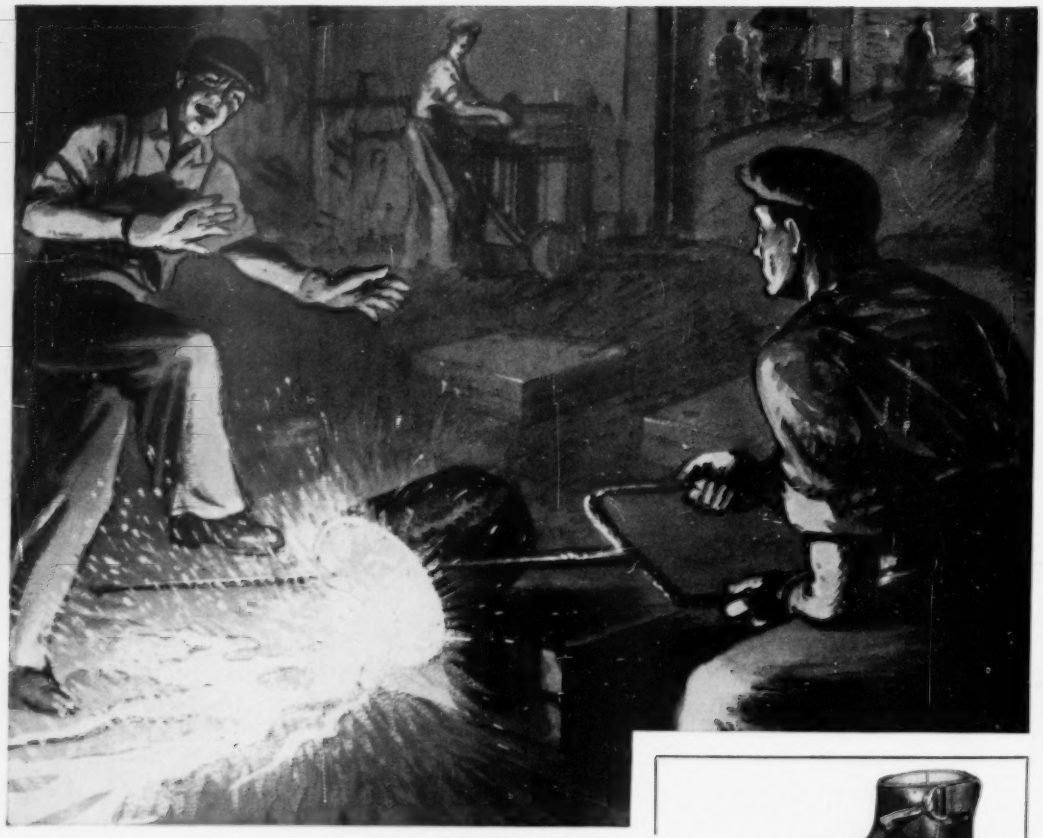

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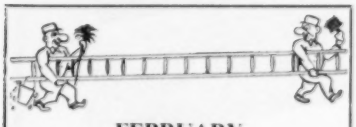

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FEBRUARY, 1959

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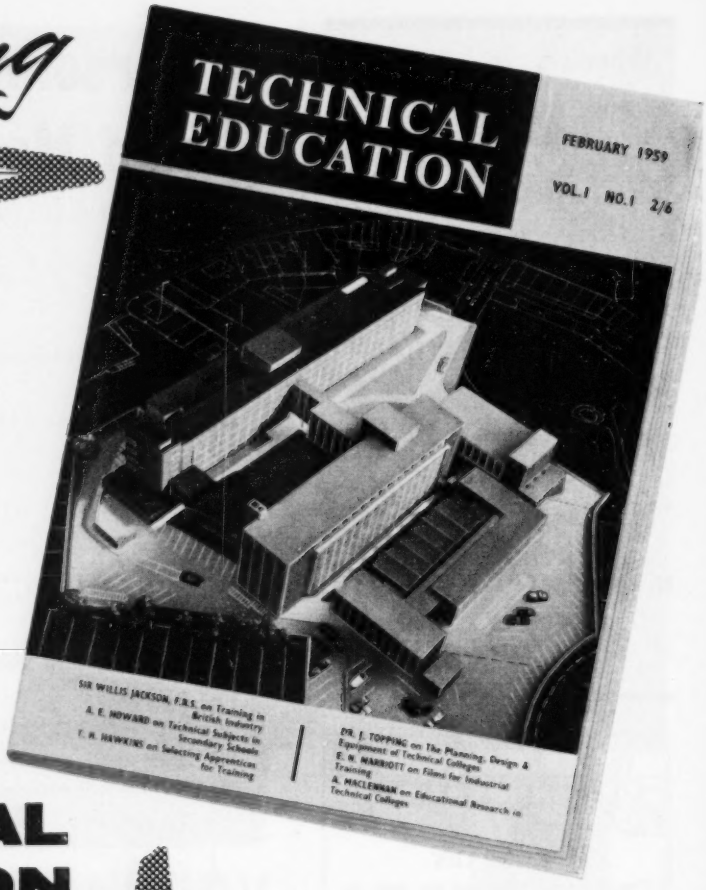
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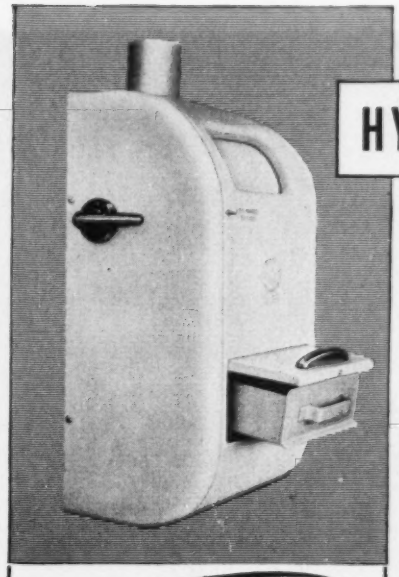

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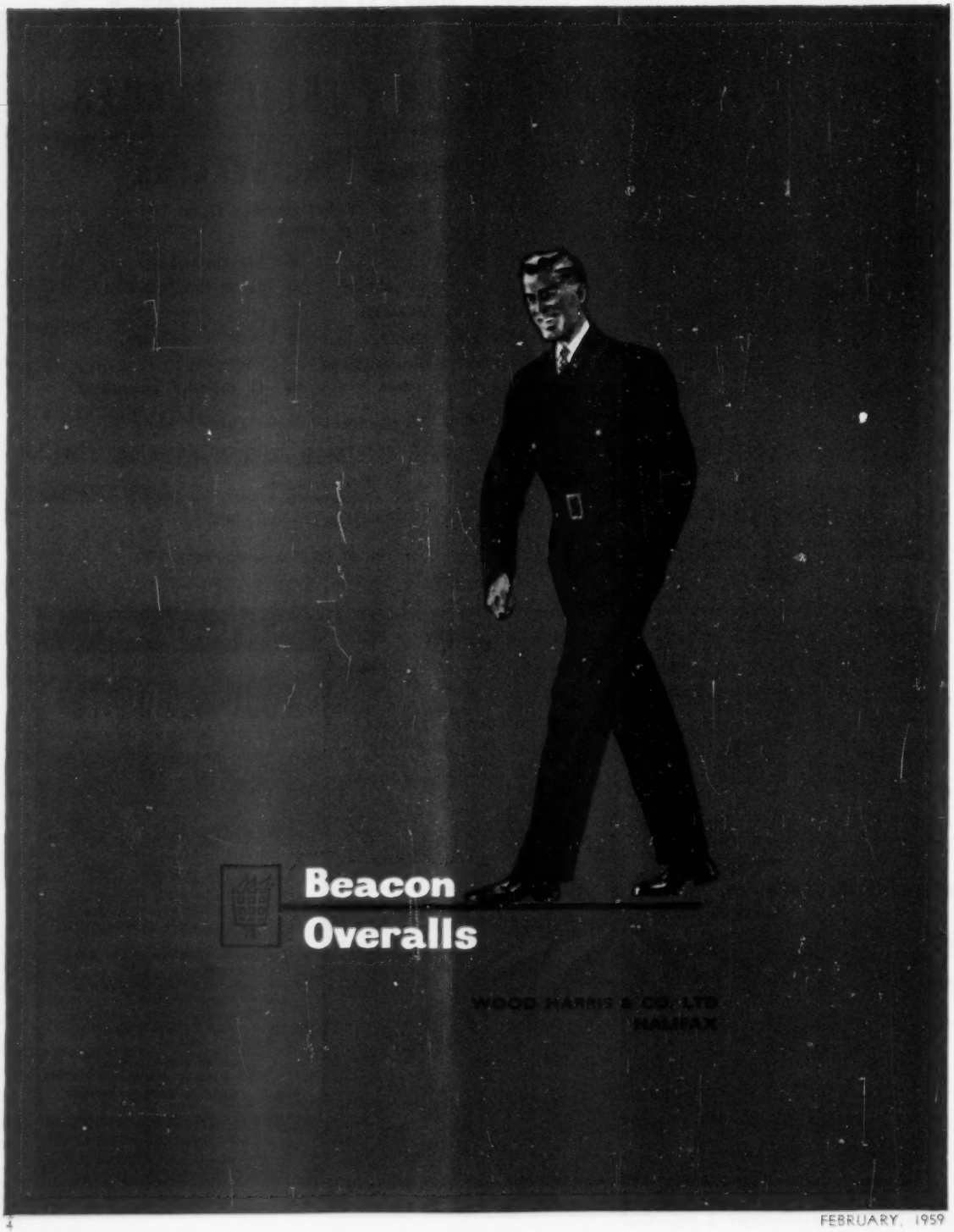
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POINT COUNTER POINT

Small Man's Method

BRITISH distributive traders make history this month. For the first time in Europe, independent wholesalers and retailers will be able to obtain expert tuition in method study without the expense of calling in specialists. Responsible for this attractive offer is the Hynson Clarke Method Study organisation at Newbury, Berks. Mr. R. Hynson Greet, president of the National Hardware Alliance, and Mr. C. E. M. Clarke, who was mainly responsible for the BPC film "Nation of Shopkeepers", are the principals.

A series of three-week courses, starting on February 9, at their Newbury School of Methods, 2-3 Northbrook Street, will teach the theory of method study and how to approach the many human problems that arise when the theory is put into practice. Two-thirds of the course will be spent on live studies in a shop or warehouse where the students' efforts will be subjected to criticism by heads of department.

The organisation claims that, when a student returns to his own premises, he will be qualified to carry out method projects with the minimum of professional assistance. In this way, they add, the cost of a detailed study can be cut by as much as 75 per cent. For those cases where a specialist's advice is required, the school has its own advisory service which can help, with the assistance of its past students, to solve the problem. Cost of the course is 45 guineas, plus living expenses.

Sporting Chance

KEEN young members of industrial sports clubs have been given a unique opportunity of improving their sporting skills. The Central Council for Physical Recreation, with the co-operation of the appropriate associations, is offering special coaching holidays on association football and lawn tennis for selected young workers. Any suitable player, between 15 and 18 years of age on April 1, 1959, may be nominated for consideration by the CCPR regional offices.

The culmination of both schemes will be a one-week residential course at the end of the summer. Tuition will be given by recognised experts: Dan Maskell and Jack Moore for tennis; Walter Winterbottom for soccer. Lawn tennis scholarships will be awarded by Slazengers Ltd. and the all-in cost of the football course is only £7. Full details and nomination forms can be obtained from regional offices of the CCPR, or from head office: 6 Bedford Square, London, W.C.1.

Nose for Danger

A "BRAVE new world" in safety publicity is heralded by the British Safety Council's latest, and most revolutionary, campaign of posters—which you can *smell* as well as see. The first (illustrated below) is being sent out to the Council's 2,700 industrial members throughout the country, and should help to make about two million workers more first-aid conscious. It is issued in association with the makers of Elastoplast and, according to the handout, "literally reeks of antiseptic so that factory workers will be reminded of

British Safety Council's "smelly": smells as it tells as it sells.

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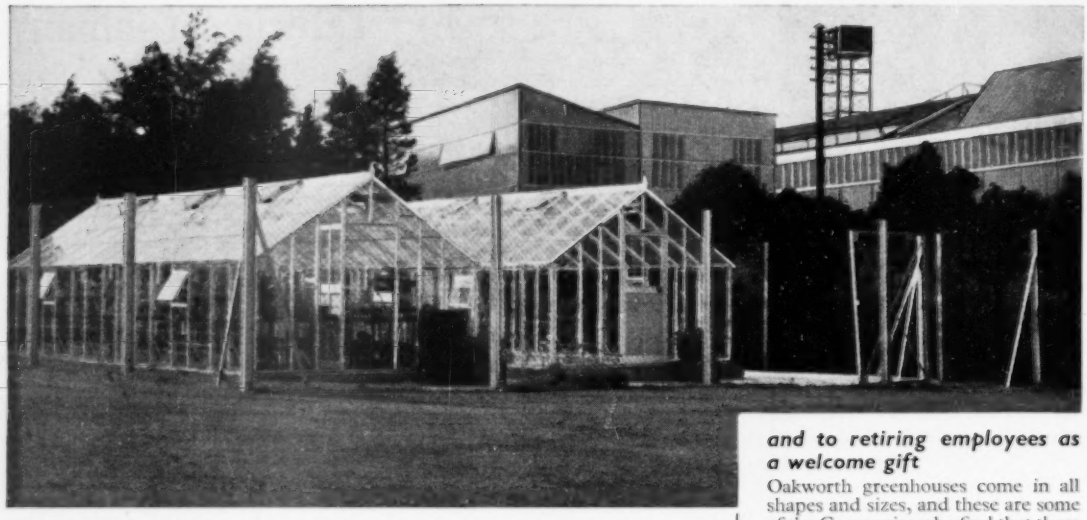

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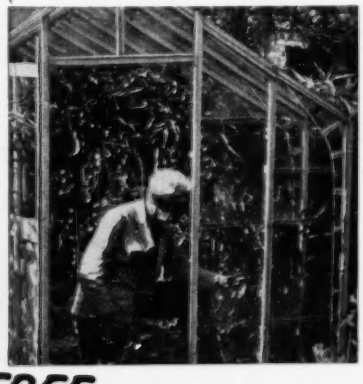

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POINT COUNTER POINT

first-aid rooms every time they walk near the poster". The smell is claimed to last for several weeks.

These "smellies" have sprung from the prolific imagination of Mr. James Tye, the Council's administrative director, who declares: "To get over a message it is necessary to hit as many senses as possible. The normal poster makes a visual impact only. Now, with this odorised version, we will get a double impact".

For the record, Mr. Tye is not the first to explore the impact potential of "smellies". Mike Todd Jr. is working on a film which will use the uncanny process envisaged by Aldous Huxley in his futuristic novel, *Brave New World*. But in the race to bring the idea to the masses—and particularly for the instructional value of his "smellies"—Mr. Tye wins by a nose.

Keeping Faith

REDUNDANCY has become a dirty word for many people in industry. But one valuable result of the fear and the bitter controversy has been the growing voluntary move of many managements towards the planned redundancy policy.

The latest of these schemes is being launched by Associated Electrical Industries Limited. Under this new plan every one of the company's hourly-paid employees (men under 65, women under 60 years of age) who normally works the full, nationally recognised working week, and who has, in the current period of employment, served the firm continuously for three years after the age of 18, will be entitled to one extra week's notice of termination of employment for every two years that he has served since he was 18 years old. This will be given in addition to the normal week's notice.

For example: a man of 22, who has been with the firm for four years, will be entitled to three weeks' notice; a man who has worked for 20 years will receive 11 weeks' notice.

In the event of notice the company intends to make job-hunting easier. They offer such employees (who are working the normal week) one day's special leave of absence during each week of extra notice—to be taken in agreement with the management, and paid at designated rates.

The scheme was introduced to employees in their pay packets, and in the introductory leaflet, AEI chairman, Lord Chandos, was at pains to emphasise that this was not a "scare" announcement. Pointing out that the output of, and demand for, AEI products had risen steadily since 1945—and was confidently expected to continue—he added: [the scheme is] "designed to give all those whom we now employ a greater sense of security concerning their continuing employment".

Safe Bet

INDUSTRIAL safety should not be a "chancey" business. Probably the best slogan yet is: Accidents don't happen, they are caused. But a Scottish firm of papermakers are fighting accidents with the aid of a simple lottery. In fact, a 41 per cent drop in the accident rate was achieved last year by Tullis Russell and Co. Ltd. by running a prize draw which includes all employees whose working sections have spent a specified accident-free period. If your section qualifies your name goes into the drum; if not, you are out of the draw. Employees naturally struggle to keep their sections in the running.

Believed to be the first scheme of its type—certainly in this part of Britain—it is proving an effective safety stimulant for present employees, and for former workers. Experienced old-timers are returning voluntarily to coach their sections in accident prevention technique.

This Month's Cover

Shell telephone supervisor, Miss R. R. Rees teaches her operators to be public relations officers. For the full story of Shell's switchboard training and welfare programme, see Page 16.

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If not, we suggest there is something wrong with your communications. You may be doing nothing, or your message may be jammed up in a formidable pile of clichés and platitudes. Or you may simply not have found the right formula.

If any of these be the case, we also suggest you get in touch with us, The J. D. Aptaker Organisation. We cannot change human relations in a couple of days nor can we sell you morale in packets or capsules. But we *can* give you a communication programme which will make your workers appreciate that you and they are 'in this together.' And that, after all, is the basic truth that managements need to put across.

We do this through a systematic poster campaign backed up by equally systematic briefing of supervisors. What is more, our approach hinges on the fact that people are neither supermen nor -women, but human beings. We do not pin our faith to a sudden access of saintliness among those to whom our campaign is directed. On the contrary, it is designed to drive home the plain truth that a divided company ends by having nothing to divide.

The poster part of the Aptaker Organisation programme covers 10 themes or chapters, with five striking, multi-coloured posters to each chapter. The topics dealt with are: Job Security, Costs, Quality, Teamwork, Safety, Good Housekeeping, Waste, Competition, Absenteeism and Service. A text side-panel reinforces each chapter, and the slogan for the whole campaign points out that

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NEWS NAMES NOTES

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EXCEPTIONAL PERSONAL QUALITIES, as well as the necessary intellectual ability, are required of boys who wish to be considered for one of Trevelyan Scholarships Trust awards. The trust, formed after discussion between a group of industrialists, members of the teaching staffs of Oxford and Cambridge Universities and representative headmasters, is designed to enable young boys, who hope to go to university, to escape from the heavy pressure of specialisation. The trust has sufficient funds to permit the award each year of not less than 34 three-year scholarships of £450 a year over a period of five years. Details from 17 Westbourne Rd., Sheffield 10. The first 19 awards have already been made. Winners begin their university studies next October.

Out with the Old

OLD MACHINES are the cause of many accidents in the textile industry. This was commented upon by the Minister of Labour in his closing address at a recent safety conference organised by the Wool (and Allied) Textile Employers' Council recently. Whereas only 16 per cent of accidents in the whole of industry are caused by machinery, in the textile industry the rate is 29 per cent. The Minister realised that there were many problems particular to this industry, and that steps had been taken to reduce danger as far as possible. He felt that old factory buildings presented their own problems, especially regarding the spacing of equipment. Old buildings were also prone to fire outbreaks.

Managers Learn their Trade

WAYS in which management should be equipped to meet world competition is the theme of the 1959 Midland Conference of the British Institute of Management which will meet from February 26 to 27 in the Town Hall, Leamington Spa. Amongst the papers to be read are: "Development and training of managers", by Mr. H. Eden Smith, director of Alfred Bird & Sons Ltd., and "Commercial Education", by J. A. Hunt, general manager of Hymatic Engineering Co. Ltd. Further details are obtainable from either the Public Relations Officer, BIM, Management House, 80 Fetter Lane, London, E.C.4, or Midlands Regional Manager, BIM, Ruskin Chambers, 191 Corporation St., Birmingham 4.

Industry's Silver Screen

THE SECOND FESTIVAL of Films in the Service of Industry will be held in Harrogate from April 21-24. As a reminder, its aims are: 1.—to assist in a wider understanding of what films can do for industry; 2.—to show how industry uses film for such purposes as education and training, health and safety, productivity and efficiency, human relations and

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S.B.103

welfare; and 3.—to improve the quality of industrial films and the way in which they are used. The programme will include British and foreign films. There will also be sessions of talks by experts on the production and use of films, awards for the best films and an exhibition of film equipment. Fuller details from: The Secretary, 3 Portman Chambers, 7/9 Baker St., London, W.1.

Away from it all

Telephonists of the Shell Petroleum Company take it easy in their rest room. For the whole story, see page 16.

Honours for Personnel People

THE NEW YEAR HONOURS LIST for 1959 included a number of people in the industrial and allied fields of human relations, training and welfare. Awards were as follows:—

C.B.E.: G. J. Mackness, chairman, Nottingham and District Disablement Advisory Committee.

O.B.E.: C. R. Clay, chairman, Luton Industrial Savings Committee; T. Coote, chairman, Co. Armagh Employment and Training Advisory Committee; C. J. Cellan-Jones, chairman, Swansea Disablement Advisory Committee; Mena MacLeod Whigham, member of Wage Councils.

M.B.E.: J. H. Baxter, apprentice training and welfare officer, Parsons Marine Steam Turbine Co., Wallsend-on-Tyne; E. Gault, staff officer, Ministry of Education, N. Ireland; Mrs. Jessie L. Green, chief superintendent of typists, Commonwealth Relations Office; E. G. Pauncefort, staff officer, Board of Inland Revenue; I. J. Pitt, safety and civil defence officer, Fielding and Platt, Gloucester; S. Wigglesworth, safety and civil defence officer, I.C.I. (Dyestuffs), Huddersfield; Joyce Katharine Baker Wilbraham, administrator for married quarters at Royal Ordnance Factories, Ministry of Supply.

B.E.M.: C. Kent, security officer and fire officer, British Belting and Asbestos, Cleckheaton.

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Young students at NCR's study centre in London; Education Officer Hobbs in the background.

Industry's Youngest Workers Have a Lot to Learn

Non-vocational education: schooling in confidence and the sense of achievement which help to turn a raw, young recruit into a worthwhile employee. This company's liberal study programme has a lesson for everyone.

by Ellen Roth

THERE is much talk today of expanding the opportunities for more young people to go to university before they begin their working lives. Far less is said about the educational opportunities of the thousands of young people who enter industry each year at the age of 15 or 16. Most of them have no pretensions to a higher education, but in time they will represent the main body of industry. There is a growing realisation that non-vocational education is essential if young working boys and girls are to be given the confidence and sense of achievement they need to become good employees.

At least eight appointments have been made recently in technical colleges to deal with liberal education. One of these is held at the Northampton College of Advanced Technology by Mr. A. C. Leyton, former director of studies at the British Association for Commercial and Industrial Education. Mr. Leyton has developed the study of "communications", as expressed in the arts of discussion and interviewing. He declares that he has his own bias: "studies which enable young people to adjust themselves to situations and which equip them to assume responsibility". Students work for the Dip-

loma in Technology (Advanced Level in G.C.E. is the requirement for entry) and are often on sandwich courses sponsored by their firms.

The youngest is 18 years old. This is the earliest age for which courses in liberal education are provided at other technical schools and polytechnics.

No aspect of contemporary education, inside or outside industry, can afford to ignore the coming "bulge" of school leavers, which will release into the business and industrial world a host of young people in their middle teens; their educational background will be for the most part that of the secondary modern schools. These modern schools are making more and more attempts at vocational education —to the detriment of the traditional basic subjects. "Why don't they teach them to spell?" one training officer asked me. "We're the only ones who can teach them the business".

Some of these young people receive technical training; others receive no further education at all. But if industry and the commercial world are to shoulder their responsibilities, facilities for the wider education of this age group must become available. According to the British Institute of Management only a minority of firms have liberal education schemes for employees under 18. And, although the 1946 Education Act laid down the necessity for a full day's education each week for young people, this will not be implemented until county colleges are available to all.

What does a firm gain by its concern for the further education of its youngest employees? That is a common question asked by employers with the supporting argument: many of these youngsters might change to other jobs. As a form of welfare and employee relations, the time and money invested could bring great dividends. First of all there is the valuable feeling of "belonging", of identification with the firm. A firm that aids a young employee to better himself gains greatly in prestige in the eyes of that young person's family and friends. In addition, there are unlimited ways in which his potentialities may be developed to make him far more valuable in his work.

But apart from these reasons of self-interest there are many people—industrialists included—who feel that industry should take its share of responsibility for a generation that has the reputation of being lawless and anti-social.

Among those companies that have for a long time provided non-vocational classes for young employees is the National Cash Register Company. Concern for employee welfare is a company tradition: the founder of the parent company in the United States, John Patterson, who died in 1922, was the first man in America to set up a canteen for his workers.

He held strong views on what a firm should provide for its members—views that in our time are considered enlightened; in his time they were revolutionary. His factory was built on the plot of what was once his parents' farm and he used to say that the spirit which had led his mother to regard the farm employees as her own children had to prevail in his company.

"The best stimulus for a man is knowledge", he wrote, "not only knowledge of work, but general knowledge of what is going on in the world and what people outside his own little group are thinking about". He arranged for his employees to have cinema shows in a building which was called the N.C.R. Schoolhouse, with lectures on public affairs. "They hear these lectures in company time and are paid just as though they were working. Each lecture costs us about 2,000 dollars in time alone but that loss is returned in increased interest". Patterson was a business man and calculated that he would receive ample reward for his welfare schemes. "Does it pay? All through the shops are scattered signs with the two words 'It Pays'. There is no charity in anything we do".

The National Cash Register Company in Britain continues this tradition of education. The company has branches all over the country and factories in Scotland. Where young personnel do not fit into existing apprenticeship schemes, they are encouraged to attend evening classes, leaving work early if necessary; sometimes the fees are paid by the firm.

In London the educational arrangements are more ambitious. At the head office in Marylebone Road is a study centre—successor to Patterson's school-

This year's school-leavers choose their careers. What extra training will they need? Modern schools, says the author, are making more and more attempts at vocational education, to the detriment of the traditional basic subjects.

house—which was instituted in 1947; before this, boys went to the Regent Street Polytechnic. The study centre has recently moved to bigger premises, pleasantly furnished with grey desks, Formica-topped to withstand the scholarly habit of carving initials. All young members of N.C.R. spend a whole day there each week, unless they are taking part in a specialised course at the City of London College or at the Hammersmith Polytechnic, where the girls go for domestic science.

The firm's education officer, H. A. Hobbs, is an Irishman who joined the company after doing educational work on board troopships, in prisons and in the East. He likes to speak about the many particularly good groups of his students who have now forged careers and made good in many different branches of the company. Subjects taken at the centre include English literature, discussion, civics, current events, history and geography, including the economic background of countries. There is a library of textbooks and another on general subjects. One of Mr. Hobbs's chief aims is to get his pupils to read—anything from the comics upwards. Very few of them read a newspaper at first, but as soon as they begin, their interest and knowledge increases by leaps and bounds. Perhaps the most rewarding time is that taken up by discussion. A subject is set—it may be juvenile delinquency, crime, an election or the colour bar—and later each student's views are invited. This not only teaches the youngsters to read up a subject and to take an interest in current events, but also to express themselves in front of others.

Importance is placed on the ability and manner of speaking and each year a "Good Speaking Cup" is awarded to the person who recites a passage of his or her own choosing most effectively. Written examinations are held three times a year in English, arithmetic and geography combined with world affairs; the results are shown to managers of departments. Each year cups and cash prizes are presented at a special ceremony by the managing director, Mr. D. A. F. Donald.

Attendance at the study centre varies with the number of young people in the London branch; the average is eighty. At one time, classes were graded by ability into seniors, intermediate and junior, but it was found that those in the first two classes were too content with their place, while those in the last were despondent of moving up. As a result there was little real effort made to study. At the moment, classes are graded according to age, and those of ability seem to stimulate the less intelligent or less keen.

There is scope for the small firm, too; young workers could join in non-vocational courses arranged by groups of companies or a trade organisation.

Another idea which was popular at one time in the company was that of "Owl Classes" at which lecturers spoke after working hours on business subjects. Indeed, the idea of classes in subjects unconnected with work was a later development. N.C.R. has for many years aided its staff to attend evening classes, by allowing them to leave work early if necessary and by helping them to meet the cost. The rule that subjects had to be relevant to the person's job was dropped as management realised that any kind of study — even ballet dancing — was beneficial to the individual, and thus to the firm.

The true value of schemes which further the education of the under eighteen age group can hardly be disputed. When judging the economic benefit to a company, one can only bear in mind the words of John Patterson—"There is no charity in anything we do". For as yet no figures are available from firms which facilitate further education as opposed to those who do not.

But although companies may be convinced of the desirability of these schemes, they often declare themselves unable to provide them for a variety of reasons: that their staff in the under-eighteen age group is too small; that they have no space or money; that facilities of this sort would not be popular.

Clearly a small firm is unable to plan a scheme of liberal education on any ambitious scale. However, the fact that many employees from these firms take part in vocational training at technical colleges, sometimes organised by a trade association, would seem to be some sort of precedent. Given encouragement, young people could join in non-vocational courses, sponsored by their firms. If this move were popular, perhaps these could even be arranged by groups of companies in the same area, using one firm's premises, or by a trade organisation. The Institute of British Launderers, for example has an education department which is active in arranging courses on all aspects of their business; week-end courses for supervisors are stated to be more popular than ever before. This machinery, found in many trades and industries, could be used in a wider field to the benefit of all.

A far greater impediment to providing facilities for liberal education than physical problems of space and money is the lack of concern and interest. Management still too often regard their employees as workers hired for a certain number of hours a day; an attitude which is reciprocated by their staff—and nothing is more likely to impede the progress of a firm than this spirit.

Salesgirls at the switchboard

by Laura Tatham

From the first "Good morning–Shell" each telephone operator has a public relations job to do. An integrated policy of selection, training and welfare encourages her to play her part confidently and conscientiously

EVERY telephone operator is a public relations officer. Your voice is the voice of the company to the outside world. These words, which appear in a little booklet prepared by Shell for its switchboard staff, indicate the importance which the company places on good telephone operation.

An exaggeration? Not at all. An efficient and courteous operator may be the first link in a chain of events which turns a casual enquirer into a good customer; equally, a girl with bad manners and poor switchboard technique may turn a potential customer into a lifelong enemy.

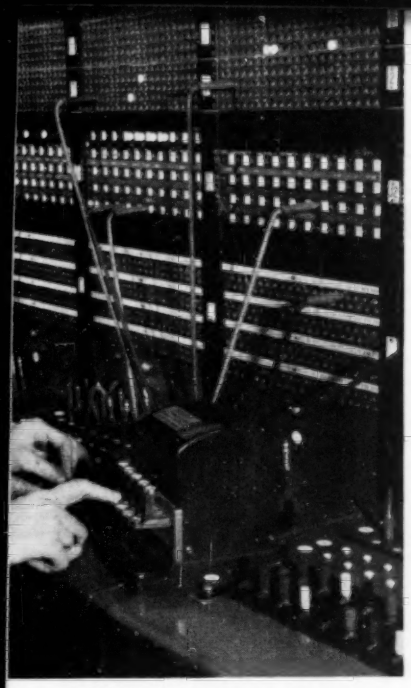
The Shell organisation has seven large switchboards in the London area. Nevertheless, its code of manners, based on considerations of courtesy and efficient operation, is a pattern for any company. All Shell switchboards are under the control of a chief supervisor, Miss R. R. Rees, who has been with the company for over 30 years.

No completely untrained operator is considered for a job at Shell. Miss Rees prefers a girl who is GPO-trained; but it is not important that her experience may have come through a smaller organisation.

Selection is on two grounds—personality and technical ability. Voice is important of course. A girl who has a strong regional accent, for example, may not easily be understood. A harsh timbre is obviously undesirable. Other aspects of personality include general manner and appearance. "If a girl comes for interview dressed as though for a stage appearance, I am not impressed", said Miss Rees. "When the applicant has satisfied me on preliminaries I give her a short switchboard test. I make allowances for nervousness which may take the form of over-confidence or extreme shyness". Experience has taught Miss Rees to tell the difference between a girl who fluffs her test through nerves and one who doesn't really know the ropes.

Miss Rees firmly believes that welfare is an important factor in assuring efficient switchboard work. "Even with the best training and personality an overloaded girl who works in uncomfortable conditions cannot give the best service", she told me. "Physical comfort and adequate rest periods are of the utmost importance. Switchboard operating is a demanding job, but it will not cause any undue strain if adequate rest, refreshment and recreation periods are given".

Normal work period for an operator is seven hours, and switchboards are



The London telephone exchange of Shell Petroleum Company Ltd.—St. Helen's Court, E.C.3—handles up to 6,000 outside calls a day. Switchboard operators are trained to be polite, tactful and considerate to callers; in return they receive comfortable on- and off-the-job conditions.

manned from 8.30 a.m. to 7 p.m. Each operator works one Saturday morning in six, from 8.45 a.m. to 12.30 p.m. During the seven-hour shift, operators have breaks at roughly 2-hour intervals for rest and for morning and afternoon tea or coffee. During breaks the operator leaves the telephone room and goes to a comfortable rest-room next door. Here there are easy chairs and a couch. The girls are encouraged to read, knit or chat—in fact, to forget the job. An excellent lunch is provided in the staff restaurants.

On-the-job conditions are comfortable too. One of the surprising impressions one gets on entering the telephone room is the almost cathedral-like quiet. No one raises her voice, and a few feet away from the switchboard individual words are inaudible. The floor is covered with a thick, brightly-coloured carpet which adds a cheerful note besides absorbing sound. Operators' chairs are adjustable so that each individual may sit at a comfortable height and have her back adequately supported. Everything is ready to hand. A small index, containing names and numbers of most-rung organisations, is hung on the back of each chair where it is readily accessible with a single arm movement.

An important part of operators' welfare is exact knowledge of the future pattern of duties. For example, any girl can confidently make a theatre date three weeks ahead. Though frivolous changing from shift to shift is not encouraged, Miss Rees tries as far as possible to co-operate with girls who particularly want some special free period. Whether or not she can make alterations depends on whether a girl on the same type of work is willing to change.

On the large Shell switchboards, operators are divided into three classes covering incoming, outgoing and international calls. First preliminary, before a girl is allowed on the board at all, is to learn by heart the names of about eighty top executives. Other company members are contacted by consulting an alphabetical index which contains the name and extension number of every employee with the exception of the most junior. Each operator has a copy which is brought up to date daily, to ensure that the telephone supervisor is automatically notified of all inter-office transfers, comings and goings.

Here are some other points of Shell telephone work which ensure that employees and visitors alike always get efficient and polite service:—

- Standard expressions are used as often as possible. These save time (being designed to convey all the necessary information in few words), and thought; and are politely phrased.
- Incoming callers are greeted with "Good morning—Shell". After announcing his name a caller is always addressed by it.
- Tact is an essential for a good operator. She must be careful never to lose patience with any caller; and to extend this courtesy to GPO or other private operators.
- No caller ever "hangs on" fruitlessly. Operators are instructed that in no circumstances must they plug into an incoming call until they are ready to answer it. A caller to an extension which is engaged is immediately informed and asked if he wishes to hold the line. He is then advised at intervals that the line is still busy. Finally, when the extension is free, the operator tells him that she is connecting him.
- If an extension is out of order, the caller is advised and asked if he would like to be put through to an alternative extension. Before connecting him, however, the operator rings the extension and tells the user what has happened so that he is not taken by surprise.
- No on-the-board operator is ever asked to search for information. All enquiries about numbers, etc., are plugged through to an assistant supervisor, who passes the information back to the caller or operator, as necessary. In this way there is no hold-up on the board.

Though some of these principles are more for large installations, most of them can equally well be applied to the small organisation. "What do you find are the principal sins you encounter outside?" I asked Miss Rees. "There are two kinds", she said. "Some of them the fault of slack operating, others due to lack of consideration from executives or to inadequate flow of information to the telephone room". Worst and most common operating fault is not seeing connections through (an experience most of us have encountered from time to time). All too often operators plug in without answering a call; do not put a call through to an extension (possibly for a good reason) but do not inform the caller so that he is left helplessly "dangling"; or, if an extension does not answer, again not telling the caller of this.

Executives, through inadequate staffing or lack of consideration, may be responsible for much needless irritation to the switchboard operator. Miss Rees believes that no switchboard operator should be asked to perform other tasks. It is tempting to ask her to address some envelopes during a slack period. But it does not encourage good operation.

The best training for operators, she says, is provided by the GPO. The Post Office will train any operator free of charge on request from the company.

Good operating will be more than ever essential when subscriber trunk dialling begins and even local calls are paid for by time. There will be no place for the operator who just answers "hello" and has never heard the sales manager's name.

Industrial Leadership in a Military Way

Do good officers make good managers?

THE subject of bias and prejudice is obviously one which interests many people who read this page for I am still receiving letters that throw light on this baffling aspect of human personality. A Group Captain, now retiring from the Air Force, writes:

"It is odd you should receive a letter on the subject of bias in industry (Discussion, November, 1958) from someone who, like myself, is learning to adjust himself to a new life after many years spent in the armed services. . . .

"It seems that our service titles often create a barrier between us and our interviewer. One or two of my colleagues were asked if they intended to keep their titles in industry and one Colonel was confronted with an interviewer who appeared to be so nervous and unsure of himself that the former had to set about putting him *at his ease".*

It would be most interesting if some industrialists who have employed ex-officers could send us their views on this letter. Perhaps part of the difficulty arises from a mutual lack of knowledge about the other's work and experience. For example, discipline is a subject that is frequently brought up by the industrial manager. The ex-officer, he argues, can have no conception of how to maintain discipline in industry; it is so much easier in the services. The officer retorts that good discipline can be maintained in the services *only through correct methods of leadership and that this must be equally true of industry.*

It might help both the industrialist and the ex-officer to read Colonel Urwick's latest book entitled *Leadership in the 20th Century.* One of our foremost exponents of efficient industrial administration, Colonel Urwick began his career in the Army, and his book stresses that the principles of good leadership—and the qualities required by a leader—are the same in every walk of life.

Perhaps the confusion between industrialists and servicemen over such things as service titles is the outward manifestation of a deeper lack of appreciation of each other's experiences.

Some aspects of the question, however, bear closer scrutiny. What, for example, do you think are the qualities required by a successful leader? Do you agree that these qualities are the same for industrial executives and for officers in Her Majesty's Services? Let me know your views.

How Does Society Mould its Members?

LAST month I asked the question: what is "personality"? It is, as I showed, a mixture of inherited and acquired traits, intelligence, ability, temperament.

But we also inherit basic drives which we need to help us to survive as individuals and as a race. Hunger and thirst, sex and reproduction, are all basic drives; and we can adapt their intensity and direction to suit our own needs. What we make of this inheritance will depend on the age and environment into which we are born.

In our society we value intelligence, efficiency, and skill, and we encourage people to develop these qualities. But the Arapesch, a tribe in New Guinea (described by Margaret Meade in a book called *Sex and Temperament in Three Primitive Societies),* value intelligence and skill very little. Instead they admire people who display what they consider to be correct emotions and attitudes. So a man and woman must be kind to others, co-operative, mild and unaggressive. Arapesch hunters carry bones with them for good luck—not the bones of a great hunter; but the bones of a *good* man. These will bring true luck. This brief description shows how differently man's basic drives find expression in Arapesch society.

We are competitive and aggressive; they are co-operative and mild. We value leadership; in their society someone has to be forced to lead. We believe natural things belong to us; they believe they belong to the land and must serve it. In each case the culture moulds the personality of the people who belong to it.

Then, too, we are all born with different temperaments, but our childhood training helps us to develop a characteristic way of reacting to circumstances, which profoundly modifies our natural reactions. The Englishman is taught to keep a stiff upper lip and never to show emotion. For the phlegmatic temperament this is an easy lesson to learn. For the volatile, more highly strung, and excitable temperament it is a more difficult assignment.

What special effect do you think our highly industrialised, highly urban, society has on its members? This is probably the most important question a personnel manager can ask himself.

NEW BOOKS ★ NEW FILMS

Guide to the Law

The Legal Aspects of Industry and Commerce. By W. F. Frank. *Harrap. 12s. 6d.*

DR. FRANK'S NEW BOOK, if read selectively, has considerable interest and use for personnel managers who wish to gain a brief and simple introduction to industrial law. For those who have a full grasp of the subject, it will provide a useful book of references. Chapters worth noting are those which deal with the general and specific provisions for health, welfare and safety, trade disputes and their settlement, the law of master and servant, contract and control of wages.

In each case, chapters are introduced by definitions of the terms used in the particular subject. To explain laws and statutes, the author frequently quotes the decisions reached by courts in the past. In some instances, these also serve to clear up certain ambiguities in the law, and to underline other legal points which may cause difficulty, even though they seem straightforward enough at first reading. Example: how far delegation of responsibility to employees is allowed by law in the event of any injury to the employee.

Hands or Brains?

Work Study in the Office. By Harry P. Cemach. *Current Affairs Ltd., 25s.*

DO YOU THINK there is scope for work study in the office? When the author put this question to an office manager of some twenty years' standing, he was met with a flat negative: "Don't try to sell me that new-fangled bit of nonsense. . . . In our work the brain, not the hands, plays the vital part. Stop watches couldn't do any good in my office".

This book is intended as testimony that comprehensive work study could be used to advantage in any office.

Two years ago, Mr. Cemach was invited by the Commerce Department of Enfield Technical College to lecture in a new course on office work study. They expected forty students at the most; seventy-five enrolled for the whole course, and four-fifths of them replied "yes" to the crucial question: do you feel that work study is a sound approach to the problem of productivity in the office?

"It was a natural outcome," says Mr. Cemach, "to rearrange the material and present it in book form". But this is not just a duplicated copy of the course. For the doubters, the author (who, incidentally, is a member of the Office Management Association and the Work Study Society) includes some strong arguments for his case; in fact, his whole approach is one of careful and detailed investigation. Like all good time and motion experts, he seeks throughout to establish *all* the facts—and that means a weather eye open to the human relations aspect. To quote one telling sentence: "It is extremely desirable that the investigator should, prior to starting work, obtain from the management an assurance that there will be *no redundancy* [author's italics], and such a promise should be made known by the management to all whom it may concern".

Experience Teaches

The Scanlon Plan. Edited by Frederick G. Lesieur. *Chapman & Hall, 36s.*

FOR MOST OF US, the Scanlon Plan is part of that great, mysterious West across the Atlantic. However much we think we know about the Americans there is always something new—often startling—to learn. The most startling is probably that they are all rather ordinary people like ourselves. And one of their routine problems is human relations. The Scanlon Plan is one man's contribution (tried and approved by many others) towards a solution.

Joseph N. Scanlon died in January,

(*Continued on page 40*)

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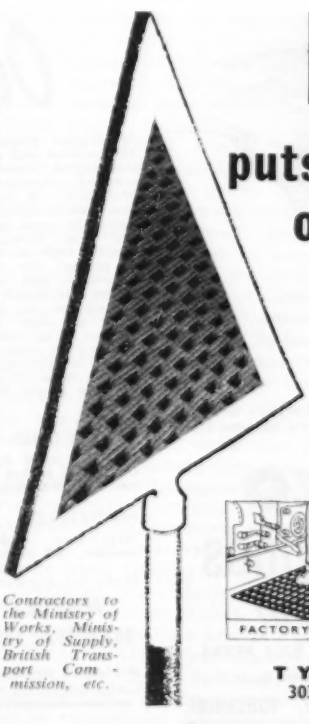

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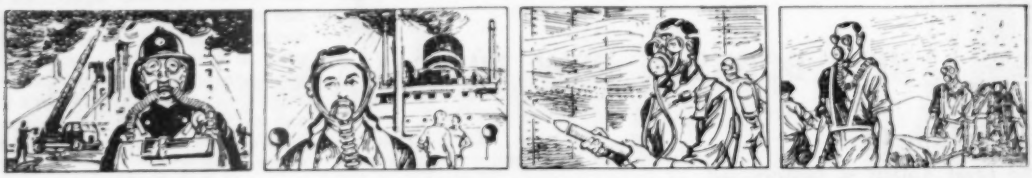

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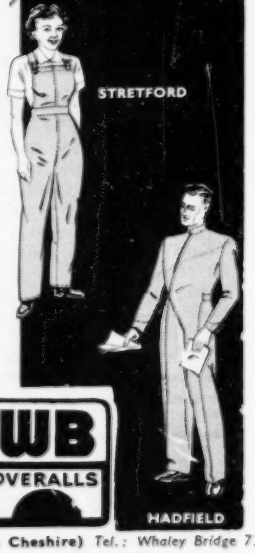

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The industrial medical officer should have a key role in a company's safety programme. He is well aware of the cost of industrial accidents–in terms of human waste and suffering

People, plant and bad planning make a dangerous trio

by Dr. E. E. Lieber

Medical Officer, Microcell Group of Factories

FROM the moment he wakes up, a man is exposed to the risk of accident. He may fall out of bed and sprain his ankle, slip on the bathroom floor, blow up the geyser, fall off a bus on the way to work, or get run over. Nor are his troubles over when he is at work. There, he is surrounded by dangers of every kind: cutting instruments, precariously-poised heavy objects, electrical hazards, fire, water, constructional deficiencies, loose boards, bricks, etc.

It is a serious thought that, during 1957, industrial accidents were responsible for 174,713 injuries and 651 deaths. If these figures are to be reduced, it is clear that more active measures of prevention will be needed. The size of this problem is especially apparent to industrial medical officers. They are aware of the ultimate consequence of an accident on the individual, over and above the general waste of life and working efficiency.

It is wrong to imagine that the medical officer's work is confined to preventative medicine, patch testing and examination for the prevention of occupational diseases. His part in accident prevention is as important as that of either the safety officer or the works engineer. Besides giving treatment, he must record and analyse industrial accidents, for he has valuable information to give in the determination of accident causes. The reason for this, I suggest, is that injured persons confide more in their doctor than in anyone else.

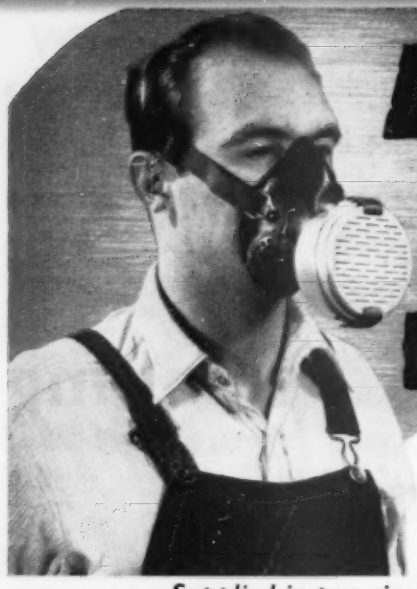
But the medical officer's part in accident prevention begins long before the accident—in the sphere of personal selection. The worker's mental attitude to industrial work, his technical aptitude for the job in question his physical fitness for its demands —all these entail the medical examination of every employee when he is recruited, plus statutory periodic examination of juveniles and older workers employed in hazardous trades.

Industrial safety demands that certain types of worker are rejected: irresponsible persons, those who cannot be trained because they are unwilling to learn, the aggressive types, the sullen and the frivolous. Education and training in accident prevention must not be overlooked—and this includes basic training in the habits of cleanliness and orderliness.

There are, in every factory, a certain number of people described as "accident prone". Once their weakness is discovered they can be kept away from hazardous jobs. At the same time, it must be remembered that these people are in a minority, and that such a move is far from a complete solution of the problem. From the psychological point of view, a careful inquiry into all the circumstances of an accident may reveal some personal maladjustment in the worker's home—for example, his relations with his wife, children or other relatives. Personal unhappiness often leads to indifference and consequent lack of care.

On the other hand, there is the cheerful, over-confident kind of worker

"There is the cheerful, over-confident kind of worker who enjoys taking risks and who thinks that all safety regulations are part of a dark plot hatched by the management...."



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who enjoys taking risks and who thinks that all safety regulations are a dark plot hatched by the management to deprive him of his liberty. How many office window-cleaners use the safety harness with which they are provided? How many women working near machinery keep their hair short or covered (unless turbans happen to be fashionable)?

Another psychological problem affecting safety is industrial fatigue (I shall have more to say about this in a future article). Factors like boredom, lack of incentive to work, distracted attention may reduce the works' efficiency. Where workers are encouraged to take an active interest in safety and to realise that it is a problem for all rather than for the individual, the accident rate will fall appreciably.

There is rarely one specific cause for an accident. Doctors, engineers and safety officers must collaborate in efforts to improve safety schemes and devise new methods to protect the worker against injury.

So far, we have dealt only with the psychological and sociological problems. We must not overlook technical protection. I shall deal with the particular case of the plastics industry from which my own experience is largely derived.

It is by no mere chance that the accident rate in the plastics industry compares favourably with the average frequency rate for the whole of industry. In view of the potential hazards involved, chemical engineers carry great responsibility in ensuring that the high standard of safe working conditions enjoyed by operatives is maintained.

Their responsibility is divided into two main categories: designing for safety in operation, and designing for safety in maintenance. Operational safety is itself divided in two:

Process design. In the past, all too many production scale processes have been evolved by straightforward scaling-up of laboratory operations. It is only recently that management has begun to consult the chemical engineers at the process design stage. In other words, the chemical engineer's most important contribution can be in designing for safety. Careful consideration of fundamentals of the process to be used can eliminate, or at least greatly reduce, the frequency of activities involving risk to the operative. Problems tackled at this stage can, incidentally, lead to simplification of process plant and reduction in capital and running costs.

"Most accidents occur to workmen in cramped or badly lit positions.... Good lighting should be installed and it should be permanent." To combat the most awkward conditions, GEC has designed this portable battery lighting set for safe use in inflammable atmospheres.

Plant design. High efficiency is obviously most desirable in any plant. But it should never be allowed to override safety in operation. The principal hazards to be avoided are explosion, fire and atmospheric pollution by dust, gas or vapour. Explosion and fire risks are, of course, dependent upon the process and materials that are used. Each case must be carefully examined in the light of past experience and of known probabilities. In the case of atmospheric pollution it is fair to say that the degree of success achieved in the plant design is inversely proportional to the amount of extractive ventilation trunking used, or the horsepower required to drive ventilating fans.

Maintenance Risks

All too often, accidents in the industry occur not when a plant is working but while it is out of service, being prepared for maintenance or during the maintenance period itself.

The risks involved can be eliminated only by scrupulous attention to the physiological aspects of exposure to such concentration of contaminants as are likely to be encountered during the shutting down of a plant, its preparation for maintenance and in the maintenance itself. Most accidents occur to workmen in cramped or badly lit positions. Therefore, it is essential to provide adequate space for easy access to manhole covers, heat exchanger end covers, etc. Good lighting should be installed at these points and it should be permanent, even if operated only during overhauls. Adequate lifting beams should be installed in the plant structure to facilitate withdrawal of tube bundles, etc. The space allowed for these operations must be such that movement is possible without the removal of handrails.

Joint Plan

In all of these spheres, the safety officer, works engineer and medical officer must work closely together on planning both the layout and maintenance of the plant. Each should supervise, from his own particular angle, the lighting, heating, ventilation, water supply, colour schemes and sanitary installations in the factory.

The Chief Inspector of Factories, in his annual report, frequently encourages works managers to set up their own supplementary safety schemes and not to rely solely on the Factory Act, 1937 and the Dangerous Occurrences (Notification) Regulations. This has proved to be the best way of approaching the whole problem of accident prevention. It embodies fair methods of selection, training and supervision, supported by a good industrial medical service.

Breath of fresh air to blow away some old ideas

by R. Burnett Hughes

The cost of installing a ventilation system is a sound investment for healthier working conditions and higher output. There are many kinds of equipment to choose from

ALTHOUGH in recent years great strides have been made in the efficient ventilation of factories and workshops, there are still many companies who have not made any improvements to their now outmoded air conditioning standards. To these firms ventilation is the Cinderella of workplace design, simply because they fail to appreciate the many distinct advantages it offers: improved and happier working conditions, higher output and lower absentee rates from sickness. Compared with these benefits, the initial cost of installation is a sound and relatively small investment.

Adaptation

Although it is preferable to install a ventilation system while the factory is being built, there are many excellent systems which can be successfully adapted for existing premises.

Ventilation is best described as an even flow of fresh air currents without draughts. Large windows, groups of windows or wall ventilators give a good cross current of natural ventilation. Care should be taken to make sure that window openings are about 80 square feet for every thousand square feet of floor space. Yet, though this is the easiest system to operate, seasonal changes in weather conditions present some difficulty. For instance, it is common practice for employees to close all windows during cold weather. This increases the room temperature but it also cuts off ventilation and creates a stuffy, unpleasant atmosphere.

One-Storey Buildings

In narrow, one-storey buildings lack of ventilation can be overcome by using a louvred roof ventilator. This has a distinct advantage in that it can be constructed to give a large outlet area. Roof cowls, which are usually made for wide buildings, may safely be installed. Their efficiency is at its highest when they are equipped with baffles and controls to regulate ventilation whenever it is demanded by changes in temperatures and wind direction.

Controllable cowls are particularly useful and reliable in factories where work is carried out at high temperatures, or where there are fumes and other unpleasant or noxious odours. Roof cowls containing fans give extra ventilation whenever it is required.

Some factories have constructional peculiarities which preclude the effective use of natural ventilation, and in such cases an alternative form of ventilation and air conditioning has to be introduced. Before installing any particular type of fan, it is important to calculate the resistance that has to be overcome.

Air Resistance

Where there is heavy resistance to the removal of large amounts of air, radial or centrifugal fans are especially recommended. Air enters the fan through the centre and is discharged

SPECIAL AWARDS

will be the subject of next month's Apparatus of Modern Welfare. J. M. Bridges asks us to look again at our systems of rewards and privileges. Are we sufficiently discriminating in selecting the qualities worthy of encouragement? Do we reward the right people? What good purpose is achieved?

through the fan outlet. Care should be taken to avoid connecting high speed fans to small ducts as this is uneconomical.

Axial flow fans are most efficient where the air flow resistance is low. These fans operate on the principle of drawing air in from all directions and then discharging it as a high speed beam of air.

No Cold Draughts

In the plenum ventilation system, troublesome cold draughts and air leakage are eliminated. This system is based upon the distribution of air through ducts from a centrifugal fan. Warm air circulation for winter use can be provided by incorporating a heating appliance inside the duct. When ducts are installed, it is useful to consider the following three points:

- Duct design should provide the minimum possible surface area in order to reduce frictional losses.
- Ducts should be smooth in construction and should avoid sharp bends wherever possible.
- Construction should be of sheet metal.

To obtain warm air in the winter months it is a good plan to recirculate some of the air already in the factory. At the same time, the intake of fresh air should be reduced until the required temperature has been reached. But it is vital that the recirculated air be warm enough to allow for any heat losses caused by movement of air throughout the building.

Apart from wall or roof installation, fans are available for fitting into windows. Simple in operation, they can provide up to ten changes of air per hour.

Noise Reduction

Noise is always a problem in industrial workplaces, and it is too often forgotten that fans and blowers in operation can add to the general din. The right time to counter this difficulty is when the equipment is being installed; the following considerations will have a direct bearing upon noise reduction:—

- Weight of the apparatus;
- Position of the motor;
- Type of flooring;
- Whether the apparatus is suspended or floor-mounted.

The most adaptable sound-reducing materials are rubber, rock wool and cork.

There are additional sources of troublesome noise, which are not always easy to trace after the equipment has been installed. Some possible causes worth checking are: tools or other objects lying on the unit or filter edges; undue vibration caused by the motor running at the wrong speed; a hard glazed spot on the motor belt (this means changing the belt) or an excessively tight belt. Other possibilities are incorrect spacing of the collars on the fan shaft or wrongly aligned pulleys.

In my article on factory heating (October, 1958) I wrote that a heating plan was something to be prepared in close consultation with an expert. It is precisely the same with ventilation. Only the specialist can give you exact, detailed advice on the type of ventilation equipment you need (however modest your requirements may be) and where it should be sited. In this connection, one address worth noting is that of the Institution of Heating and Ventilating Engineers—49 Cadogan Square, London, S.W.1.

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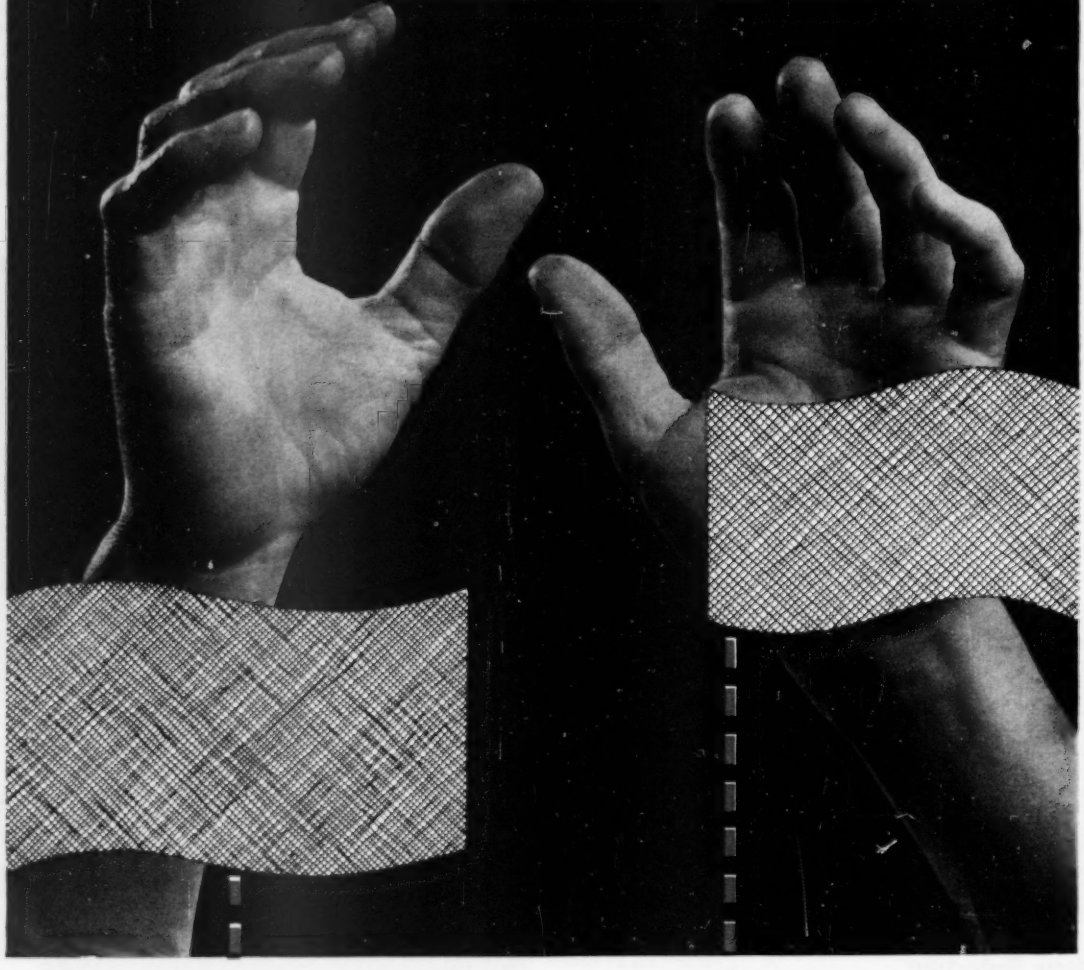

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NEWS AND IDEAS FOR CANTEEN MANAGERS

These Workers Asked for Shorter Eating Hours

by Bernard Sluman

HOW much do you charge your employees for a meal? Bitter experience of rising costs has taught canteen managers that even a modest catering service demands hefty subsidies. At a time like this, then, it may seem ridiculous to talk of free meals for workers. But they do exist. There are not many instances; nor is it a noticeably growing trend (a recent Office Management Association survey showed that, out of fifty-four large London companies, forty-eight provided meals on their own premises. Only three firms provided them free of charge). Yet the Pearl Assurance Company has offered this service to its head office staff of over 1,800 for a long time.

The scheme has its roots in the past when the head office was in the City of London. In the late nineteenth century women were for the most part excluded from the men's pubs and clubs, and there were too few restaurants to cater for them. Consequently, the company began a dining club within the firm in 1894 to enable all of its employees to eat adequately. For the women it was free. Eventually, however, in 1948, male staff were included in this welfare scheme.

As a result of general expansion in staff and accommodation, the company's head office in Holborn opened a brand new dining club in July, 1958. It contains seven dining rooms: one for departmental managers, one for executives, the main room for general staff, and four others for directors, officials and guests.

The main dining room will seat approximately 424 people. To accommodate all employees (and *all* of them use the club) the lunch break is divided into four sittings. Each one lasts about half an hour. This was arranged at the employees' request, because a short lunch break means a shorter working day.

To speed the service, each employee has a seat reserved every day for the same sitting. All dining rooms have

There are two kinds of service in the Pearl Assurance Company's new dining club. Waitresses serve soup, sweet and a hot main course to those who want it. Employees who prefer a cold buffet lunch can help themselves from the "salad bowl". Whatever they choose is free of charge.

These Workers Asked for Shorter Eating Hours

waitress service. Soup is served from a service table, thus ensuring that it is hot when it reaches the tables. Orders are then taken for the main course which is served individually from the kitchen with vegetables on separate dishes. Sweet is served in the same way.

Employees have a choice of three or four main courses — typical of most works canteens: fish, roast beef, shepherd's pie, etc. When a new chef arrived from a well-known London restaurant, both he and the catering manager, Mr. J. L. Nichols, thought it would be an excellent idea to try and improve their customers' taste. So they introduced a choice of various continental dishes. Reception was mixed, and as a result of the many complaints (some even suggested that the dishes prepared in delicious sauces were "off") they reluctantly reverted to the usual menu.

A popular feature of the main dining room is the "salad bowl" where employees help themselves to a cold buffet lunch. Should they require cooked vegetables as well (Mr. Nichols winces), the waitress will order them.

After lunch, staff can have free coffee or tea (figures show that most people prefer coffee at Pearl), which they get from two serving hatches. One, inside the dining room, is for those who want to return to their tables; the other is in a separate coffee room where employees can gather in a more informal atmosphere.

As it is a club, no licence is required for the sale of drinks, tobacco, etc. Therefore, outside the main dining room there is a small kiosk where employees can buy bottles of wine or beer for the meal. Actually, on a normal working day, few people take advantage of this service—except for an occasional medicinal Guinness. But, says the catering manager, at departmental dinners and on similar occasions, wine sales have shown a marked increase over beer in recent years. In fact, at one dinner where the organising committee had arranged for jugs of free beer on the tables, they were left untouched—in favour of wine *for which members had to pay.*

Works canteen committees seem to be on the way out. There is none at Pearl. To pass on complaints and suggestions, the employees have elected two representatives: one man, one woman. At first, there were organised monthly meetings with the catering manager. Now, as there seem to be fewer criticisms, one or other of the representatives usually calls on Mr. Nichols when anything crops up.

Meals served at the staff's social or sporting functions are, of course, not free. Nevertheless, the management does not aim to make a profit or even to meet overhead expenses. The Pearl dining club is an employee welfare service and as long as the cost of the food is covered, the company is content.

INFORMATION AND ADVICE BUREAU

By Leslie Banham

● Vending Spot

THE top section of the larger version of Automatic Machines Sales Ltd.'s dual-purpose vender now contains 11 columns, each of which takes 25 packets of cigarettes (10 size). The bottom part of the machine is an automatic, multi-section, ever-open shop which has been enlarged to three columns instead of two. Each compartment (there are 18 in all) is self-filling in that it is fitted with up to eight segments which rotate automatically after an article has been bought, bringing the next item into the vending position. Guaranteed for two years, the machine costs £598 from Automatic Machine Sales Ltd., Challenge House, Elmers End Road, Beckenham, South London.

★ ★ ★

THERE has always been the risk of deterioration of ingredients in beverage vending machines. But, say the makers of the Mills tea-maker, this problem can be solved by the use of all-dry ingredients. In this, the latest addition to their line of machines, there are sufficient de-humidified contents to serve 500 cups at one filling. The machine carries the same individual taste controls as their coffee service so that each customer can obtain the correct amounts of sugar and milk. The rate of service, they claim, is four cups per minute. Cash price of one machine is £370 ex-works. Other forms of purchase are by rental, hire purchase and short credit over periods ranging from nine to 48 months. Working under licence in this country, the makers are Coolers & Venders Ltd., Camp Bird House, 39 Dover Street, London, W.1.

Frozen Variety

THE list of quick frozen foods available to the caterer grows longer every week. One clear advantage they have is to give a large variety of dishes, irrespective of season or supply and demand fluctuations. Wastage also is avoided, which means that the question of portion and cost control is simplified. Moreover, the minimum effort is then required to maintain the provision of high-quality food in the canteen. The elimination of waste and the reduction in labour costs must, of course, be offset against the gross amount spent on food. However, this is helped by the fact that bulk buying (together with wholesale price discounts) is possible. The whole matter of quick-frozen foods for the caterer is covered in an excellent book: "The Use of Quick Frozen Foods in Catering," by John L. Rogers, published by Practical Press Ltd., 1 Dorset Buildings, Dorset Rise, Salisbury Square, London, E.C.4. Price: 7s. 6d.

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UNDER certain conditions Hitem No. 577 masking tape will withstand temperatures up to 180 degrees, say the manufacturers. It is a creped paper tape with a firm adhesive. Creping allows good conformability to awkward shapes and angles. The adhesive, they say, ensures excellent holding powers at high temperature. The edges of the tape will not curl or lift and it is claimed that one masking can be used for several stoving or spraying operations. The maximum working temperature of Hitem 577 depends upon the length of time that it is exposed to that temperature. The range is from 130 degrees for 12 hours to 180 degrees for one hour when the tape is to be stripped when cooled. For hot stripping the temperature is slightly less. The tape is obtainable in 60 yard rolls on 1 inch cores, and widths of ½ in. upwards can be supplied.

John Gosheron & Co. Ltd., The Packaging and Industrial Tape Centre, Albert Embankment, London, S.E.11.

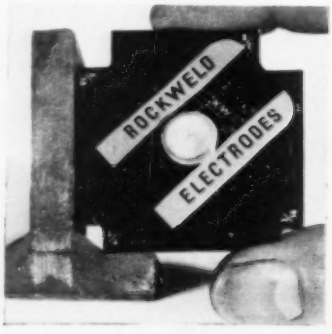
GLASS FIBRE TRUCKS

GLASS Fibre has been given another application. The makers of this truck have developed various models which, they claim, offer for the first time a combination of modern functional design, materials with the greatest impact strength and chemical resistance,

and a high class finish at a cost substantially lower than has been possible before. They see their product as attracting the particular attention of dyehouses, laundries, and chemical manufacturers. Swaged ends and a dished base (perforated if required) facilitate speedy drainage whilst the porcelain inside surface is, they say, easily cleaned and completely snag free. Flat bottom trucks are also available. The rust inhibited, all-steel chassis is tested up to five tons and carries three axles for two fixed and two sliding wheels. Any size and type of wheel can be fitted to suit particular conditions. Prices (excluding wheels) range from £4 15s. to £31 12s. 6d.

White Child & Beney Ltd., Shepley Works, Audenshaw, Nr. Manchester.

POCKET WELD GAUGE

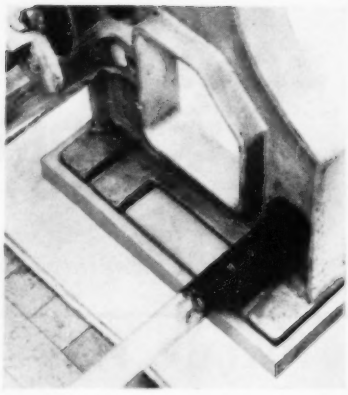


When placed against the surfaces of welded materials, the Rockweld fillet weld gauge will show the leg lengths. There are four measurements: 3/16 in., ¼ in., 5/16 in. and ⅜ in. The throat thickness can be measured by pushing the pointer until it touches the weld—the figure is then read off the calibrated scale. In anodised aluminium, it is coloured blue with silver markings and is about 2 in. square. Price: 1s. 6d. Rockweld Ltd., Commerce Way, Croydon, Surrey.

MACHINE MOUNTING

EFFICIENT fixing of machinery installations without the need for rag bolts or grouting and without damaging floors is the claim made for their product by the makers of "Tico" machinery mounting pads. The sole medium is a special bonded cellular material which is, they say, resistant to oils, spirits and water. They claim that these pads considerably reduce the transmission of vibration between machinery and floor and that, therefore, longer machinery life and greater accuracy is achieved.

The pads form a cushion between the machine and floor and are supplied in seven standard thicknesses from ¼ in. to 3 in. and 21 widths up to 48 in. The



makers consider that the greatest advantage of their pads is that they can be fitted speedily and simply and that, although adhesive is usually used, it is not necessary in all cases. Weight loading, they state, should not normally exceed 50 lb. per sq. in. The illustration shows "Tico" as a shoe fitting beneath the end frame of a machine.

TAF (International) Ltd., 244 High Holborn, London, W.C.1.

Safety

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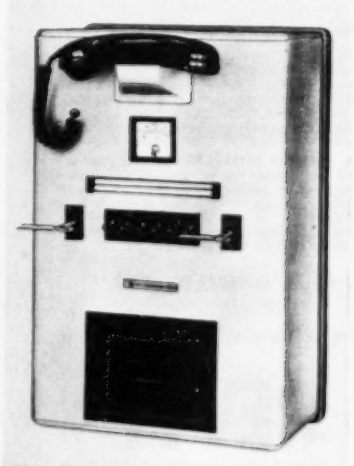

installation, the system provides for up to 40 reporting points and a control panel which can be sited at any convenient position. It gives a visual and permanent printed record of date, time

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and control point from which the watchman has reported.

When he starts his rounds the watchman inserts a key which actuates a special locking switch in the control panel. On his round he calls at each reporting point in turn (not necessarily in a set sequence) and either lifts the hand-set of the telephone system and dials a specific code number, or inserts a key in a special reporting box, if the wired circuit is used. The time is then recorded in hours and minutes on the control panel.

The watchman's personal safety is ensured by a device which, if he does not report between two points within a specified time, will set off an optical or acoustic alarm. Other refinements, such as an automatic 999 or fire call system, can be added. The master clock which is an integral part of the system can be used to actuate slave clocks or time recorders.

Tele-Nova Ltd., Antophone House, 73 Great Peter St., London, S.W.1.

ELECTRONIC TRUNCHEON

Never again need a night watchman be taken by surprise by an intruder, say the makers of the Truncheon Call. This electronic truncheon has been designed to enable him to set off the burglar alarm or automatic 999 unit from any point on his beat, merely by pressing a small button. The apparatus is the same size as any ordinary truncheon and there is no additional equipment to be carried. Multitone Electric Co. Ltd., 12-20 Underwood Street, London, N.1.

LEAK-PROOF EXTINGUISHER

AFTER three years of experiment, the makers of Nu-Swift fire extinguishers have produced a leak-proof 10 lb. carbon dioxide model, No. 1510. Mainly intended for fighting inflammable liquid fires and those involving electrical equipment, the new model has a range of 15 feet (compared with 8 feet by its predecessor). The nozzle has been redesigned, and, say the makers, this has doubled the efficiency of the extinguisher which, in the hands of an experienced fire fighter, can put out an inflammable liquid fire covering 18 sq. ft. The new model is operated, like all other Nu-Swift models, in the upright position by striking a knob.

Nu-Swift Ltd., Elland, Yorkshire.

Office Aids

28-YEAR CALENDAR

THE Auto-Date pocket calendar will give the correct date for 28 years. It consists of two revolving discs on which the days of the month (1-31) are shown at the top, and the months themselves at the bottom. The other disc shows the days by name at the top and the years 1958-1985 at the foot. To set it is only necessary to place the year under the month required. The device is supplied in a coloured plastic case. Measuring about 2 in. in diameter, it costs 3s. or 3s. 9d. (with key-ring).

K. Bisset & Co. Ltd., 145 Grand Buildings, Trafalgar Square, London, W.C.2.

AUTOMATIC NOTE PAD

THE "Telenote", say the producers, is an entirely new and unique piece of equipment for use with telephones. The telephone message is written on the paper in the frame. The start button is then pressed and, by means of an electric, battery-driven motor, the paper moves across the frame and automatically winds out of sight, leaving a clean sheet of paper for further notes. By pressing the reverse button it moves back across the frame, thus enabling one to read previous messages. It is available, price five guineas, in a variety of colours and can be embossed to suit individual require-

SELF-CONTAINED RECORDING UNIT

CONTINUOUS recording from up to six ribbon microphones is possible with the "Conferette" which has been built and designed by Recording Machines Ltd. The machine, of which the primary value lies in its ability to report verbatim, consists of a portable cabinet containing two specially designed Stenorette dictating machines.

As Stenorettes are already in use in many business houses, this new development will eliminate all transcription problems in those companies. To monitor a recording, the erase head is replaced by a reproducing head to allow continuous checking of the recording. Its removal also ensures that recording cannot be erased accidentally. Incorporated in the cabinet is a control panel with complete switching assembly for microphone faders, recording level and valve-testing meters, record and playback amplifiers, direct tape monitoring, volume and tone controls. The complete cabinet measures 32 in. x 20 in. x 12 in.

Grundig, 39-41 New Oxford St., London, W.C.1.

26" × 18" × 6"

THE AUTOMATIC VENDING EXHIBITION AND CONVENTION *March 2nd to 5th 1959*

We invite you to our **STAND DI**

The Old Hall of the Royal Horticultural Society Westminster, London, S.W.1

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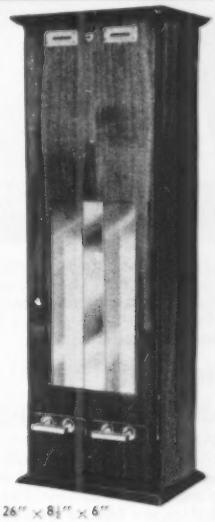
BUY A MACHINE WITH A REPUTATION

The series of Silent Salesman Machines have been manufactured since 1931. They are efficient, attractive, and above all sold at REASONABLE prices. Manufactured to sell Players, Senior Service, Weights, Woodbines, Chocolate and Confectionery. Coin Selector fitted if required.

Trade Enquiries invited



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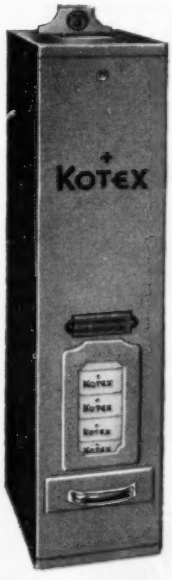
J. BURT (CHISWICK) Ltd. 93 HIGH ROAD, CHISWICK, LONDON, W.4

Telephone: CHIswick 0372



Automatic

SANITARY TOWEL MACHINES

ARE ESSENTIAL WELFARE EQUIPMENT

in every modern

FACTORY, OFFICE BUILDING, DEPT. STORE, LAUNDRY, Etc.

where women are employed.

The machine illustrated dispenses the well-known 'KOTEX WONDERSOFT' Towel, individually packed in cartons, with two safety pins. The mechanism allows for easy adjustment to a selling price of 2d., 3d. or 4d.

We can give prompt delivery of both the machine and towels.

12 months guarantee

Full particulars from:

THE SIMPLAMATIC MACHINE CO. LTD

40 Sloane Street, London SW1 Tel.: SLO 7629

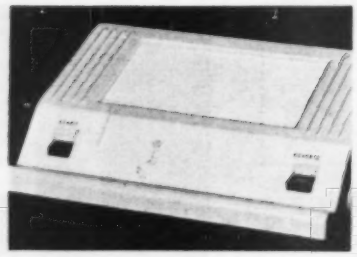
Dermatitis accounts for over 50% of lost 'man hours'!

The Annual Report of the Chief Inspector of Factories shows that dermatitis accounts for more than half the time lost because of occupational disease by those in insurable employment. Yet dermatitis can be controlled by using the appropriate Rozalex Barrier Cream for the work involved. These barrier creams have been accepted as the standard preparations for over 25 years by those concerned with occupational health. The severity of the skin risk varies with the trade, but in all occupations there is a need for protection and cleanliness. Full technical resources are available on request to Rozalex Ltd., 10 Norfolk Street, Manchester 2.

Protect hands with

ROZALEX BARRIER CREAMS

R112A



ments. The makers claim that the paper reel will last even the busiest note-taker many months.

Personal Gifts Ltd., 105-106 New Bond St., London, W.1.

Cleaning

LABOUR-SAVING POWDER

FOR the cleaning of floors, tiles, paintwork and all other hard, smooth surfaces, the makers recommend their latest product—"Fay", which is a functional blend of inorganic salts which, they say, ensures cleaning efficiency. The other features they list include: 50 per cent saving in labour costs, economy of use (1 oz. cleans up to 400 sq. ft. of normally soiled surface), overcoming hard water as it contains special sequestering agents.

Thomas Hedley & Co. Ltd., Gos-Newcastle upon Tyne 3.

EASIER WALL WASHING

THE Revvi wall-washing machine consists of two separate cylinders which contain respectively cleaning fluid and water. Attached to these is a length of hose leading to the oblong "trowel". After the initial fluid mixture has been supplied to the trowel, further, metered supplies are obtained by the operator's pressing a button in the handle. The illustration shows the machine in use with various attachments. The latest attachment, not shown in the photograph, consists of a foam pad ½ in. thick which is placed between the terry towel and the metal trowel plate. This, say the makers, makes the operation of the machine even easier, and facilitates the cleaning of curves, hollows and mouldings. The price of the machine, complete with two rubber hoses, two metal trowels and cylinder cap key is £55. Latex foam pads cost 2s. 6d. each.

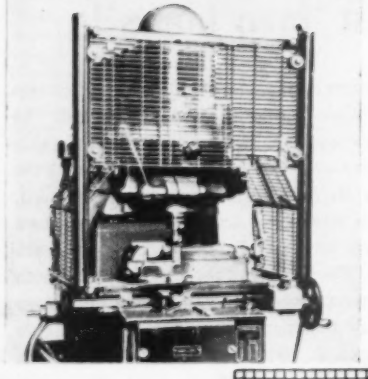
Revvi Ltd., 70 Blackstock Rd., Finsbury Park, London, N.4.

Welfare

FOOT-OPERATED HYGIENE

AN interesting variation on the theme of cream and liquid dispensers is provided by the makers of this foot-operated machine. Developed especially for one of the largest chemical organisations in the country, it suggests itself for more general use in other industrial companies where there is a need for complete

SAFE FACTORIES MEAN HAPPY HOMES



Broughton Interlock Milling Machine Guards

Illustration shows a Guard fitted to a Vertical Milling Machine and so arranged that until the Guard is completely closed, the machine cannot be set in motion. Alternatively, any attempt to open the Guard immediately stops the machine.

Please write for illustrated leaflet.

With SAFEGUARDS BY BROUGHTON

J. BROUGHTON & SON (ENGINEERS) LTD.

SECURITY WORKS FACTORY CENTRE BIRMINGHAM 30

Telephone KINGS NORTON 3305/6/7

hygiene. With an over-all height of five feet, its standard capacity is two pints, although a 3¼-pint model can be supplied at a slightly higher price. The machine is made of non-corrosive material: the barrel is of anodized aluminium to ensure extra protection. Price, ex-works: £7 19s.

Brightwell Dispensers Ltd., Newhaven, Sussex.

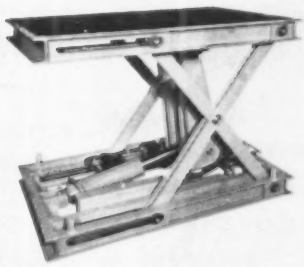
Handling

RELIEVE THE STRAIN

OPERATORS are relieved of much heavy lifting and hauling which bring the danger of accident hazards, muscular strain and fatigue. That is, claim the makers, if they use the Bicep hydraulic lifter. Because height adjustment is infinitely variable, heavy material can be brought to the exact level for machine feeding or receiving. It has been suggested too that it can be integrated into conveyor systems and that it will solve the problems of transporting material handling trucks through varying floor levels.

The power unit, consisting of electric motor and hydraulic components, is built into the base. Eleven standard models are available with capacities from 10 cwt. to 3 tons. Special models can be made to meet individual requirements, and, in these cases, the capacity can be increased to 10 tons.

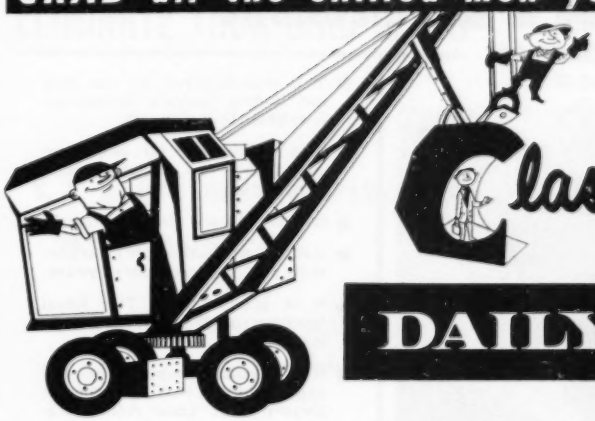
Access Equipment Ltd., Maylands Avenue, Hemel Hempstead, Herts.



ALL ANGLE OPERATION

ANGLE of inclination is not of critical importance, say the makers of the "Rapid" magnetic elevator. The unit, they claim, will operate at any angle from the horizontal to the vertical position and, in some instances, is arranged to lift vertically, prior to moving horizontally. Either side can be arranged as the operational surface. It is produced in several belt widths, whilst the angle of inclination and over-all height can be arranged to individual requirements. Suggested uses: transporting crown corks in bottling

GRAB all the skilled men you need by using the

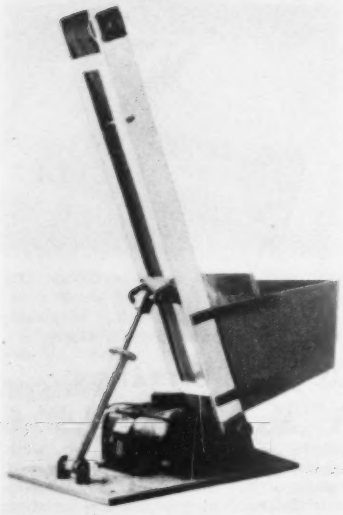


Classified Columns of the

DAILY HERALD

Over 3,000,000 workers, included in the DAILY HERALD's total readership of 5,454,000, with a tremendous variety of skills and experience, read the DAILY HERALD every day! That's why you can "grab" the skilled workers you want so much more easily with a classified advertisement in the HERALD. A HERALD classified is so **cheap** and **quick**, too! For immediate insertion ring TEMple Bar 1200 (Ext. 453/4/5/8) or Manchester Central 3232 (Ext. 75).

CLASSIFIED ADVERTISEMENT MANAGER, DAILY HERALD, Acre House, Long Acre, London, W.C.2 or 2/4 Oxford Road, Manchester, 1.



processes, the feeding of small blanks to automatic machinery, charging and discharging degreasers, loading and clearing presses of components and scrap, etc.

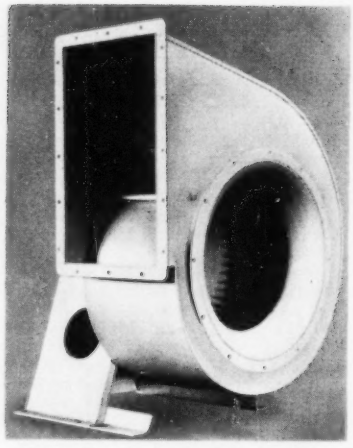
Rapid Magnetic Machines Ltd., Lombard St., Birmingham 12.

Ventilation

LOW SOUND LEVEL

THE "Aristocrat" is a new centrifugal fan with, say the makers, high capacity and low sound level for heating, ventilating and air conditioning. The rigid casing which embodies a new method of stiffening has a durable and high quality light grey hammer-finish. The robust construction of the impeller, they say, excludes the necessity of either centre spider or tie rods. No additional lubricant is needed, as the indirect drive is fitted with either double sealed ball bearings or wick lubricated sleeve bearings. The casing has a large throat and outlet area and eliminates the necessity for external diffusers.

Keith Blackman Ltd., Mill Mead Rd., Tottenham, London, N.17.



New Lists and Addresses

The Sellotape distributing section of Gordon & Gotch now operates as a separate company with the title Gordon & Gotch (Sellotape) Ltd.

The South Eastern area office of Birlec Ltd., manufacturers of heat treatment furnaces, dryers and gas plants, has been transferred to Crown House, Aldwych, London, W.C.2. Phone: TEMple Bar 8040.

I.T.D. Limited, makers of fork-lift and industrial trucks, have moved into London sales offices at Water Road, Abbey Estate, North Circular Road, Wembley, Middlesex. Phone: Alperton 1641.

THE BARRYWALD REGD.

Safety Automatic Incinerator

By the simple depression of a lever the **Barrywald Sanitary Incinerator** automatically destroys sanitary towels, surgical dressings, documents, etc.

It solves major and vital welfare and security problems in factories, offices, institutions, etc.

Write or phone today for illustrated leaflet or demonstration.

BECAUSE –

- ★ It is manufactured by the first and leading Sanitary Incinerator Specialists in the World.
- ★ It is guaranteed for one year and backed by a full service organization.
- ★ It is simple and cheap to install.
- ★ It is the only incinerator incorporating our patented safety devices.
- ★ It is approved by The Royal Institute of Public Health and Hygiene.
- ★ It is regularly supplied to and approved by all H.M. Government Departments, Local Administrations, and Educational Authorities, Hospital Management Committees, General Industry.

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EFFICIENT · INDISPENSABLE

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Dainite

WASHABLE UNBREAKABLE BUTTONS

save
time
trouble
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Always specify them when you buy protective clothing.
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Please write for samples.

THE HARBORO' RUBBER CO., LTD.
Dainite Mills, Market Harborough. Tel: 2274/5/6.

THE BEST VENDING MACHINES MUST BE:—

- AUTOMATIC CHANGE-GIVING
- 100% RELIABLE
- STAINLESS STEEL
- INTERNALLY ILLUMINATED

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Feb. 3rd-Feb. 5th 1959

This means an "A.T.V." machine

Details of machines of all sizes for all commodities can be obtained from

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ELIMINATE YOUR BIRD PESTS

Consult :

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FINCHLEY,
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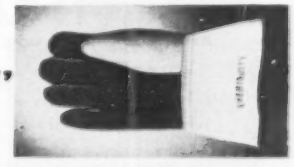
Leading specialists in the extermination of pigeons, sparrows, etc.

Satisfaction guaranteed

'EVERTRUSTY' EQUIPMENT ENSURES *Safety* in INDUSTRY



Gloves, goggles, protective jackets—in fact, a complete range of safety equipment for all branches of industry.

Write NOW for details to

Specialists in Industrial Safety
WALLACH BROS. LTD.
For over 70 Years
49, TABERNACLE STREET, LONDON E.C.2
Tel: CLErkenwell 1448-9 Grams: Hammerman Ave. London

March Diary for Management

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION
(26a Buckingham Palace Road, S.W.1.)

3 **London.** The Future of management education.
3 **Newcastle.** Educational training in a firm's policy.
4 **Coventry.** Management succession.
9–13 **Ashbridge College, Berkhamsted.** Seminar on Communication.
16 **Manchester.** Education Act, 1944. Review of achievements, prospects and the way ahead for education and industry.
20–22 **Buxton.** Training for citizenship.

BURTON MANOR (Burton in Wirral, Cheshire)

2–13 Supervisory management. Economic and industrial history, industrial and human relations, written and oral expression.

BRITISH INSTITUTE OF MANAGEMENT

10–12 **Harrogate.** Retail Management Conference. "The next 10 years in retailing".

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

2–6 Office organisation and methods course. Five days.
2–April 16. Senior executive development course. Six weeks.
16–20 Foremanship course. Five days.

INDUSTRIAL WELFARE SOCIETY
Non-residential courses and conferences at Robert Hyde House, London.

3–6 Basics of personnel administration.
10–11 Personal secretaries.
11–12 Discussion group leading and chairmanship.
16–18 Interviewing.

Residential conferences

1–6 **Harrogate.** Joint course for training officers.
6–9 **Brighton.** House journal editors course.
13–15 Foremen and forewomen.

INSTITUTE OF PERSONNEL MANAGEMENT

1–6 **Harrogate.** Joint course with BACIE and IWS for training officers.
9–13 **London.** Five-day course, non-residential, on wage and salary structure and administration.
13–15 **Bournemouth.** London and South Eastern region conference.
13–15 **Peebles.** Scottish and Border Region conference.
17 **London.** One-day discussion meeting for senior personnel officers.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

9–11 Staff reporting and merit rating.

OSMOND TURNER MEAD ASSOCIATES

9–10 Two-day course for higher management on successful speaking.
16–20 Management communications. Five-day course for higher management.
23–24 Two-day course for higher management on successful speaking.

UNIVERSITY OF BIRMINGHAM
(Institute of Engineering Production)

9–27 Organisation and methods.

URCHFONT MANOR (Devizes, Wilts)

9–12 Communication and consultation. Four-day course for factory foremen, chargehands and union representatives.
16–21 Thinking, speaking and writing. Six-day course in self-expression.

February Stop Press

COLLEGE OF PRODUCTION TECHNOLOGY

2–20 Middle executive development course. Three weeks.
2–6 Five-day course on work study, mechanical handling and human relations.
16–20 Five-day method study course.
23–27 Foremanship course. Five days.

INDUSTRIAL WELFARE SOCIETY

4 **Hotel Rembrandt, London.** One-day conference for distributive trade executives. The challenge to the retail trade.
13–16 **Bournemouth.** Week-end conference for foremen and shop stewards. Subjects: problems of co-operation; function of trade unions; communications; the individual in an industrial society.
17 One-day conference for sales executives on finding the right men for the sales force.

CLASSIFIED ADVERTISEMENTS

ENTERTAINMENT for your Staff or Children's Party. Conjuring, Ventriloquism, etc. Write for prospectus: Ernest Sewell, 30 Buckingham Avenue, Whetstone, N.20. Phone: Hillside 3330.

CANTEEN and Kitchen Equipment for disposal. Gas & Steam Hotplates. Gas Oven, regulo-controlled (no rings). Gas-heated Fish Fryer with hood. Tea Urns. Tea Trolleys. Wooden Canteen Chairs and Tables. Clothes Lockers. Viewing by arrangement with Fine Spinners & Doublers Ltd., 6 St. James's Square, Manchester, 2.

FACTORY CANTEEN MANAGER required. Numbers varying from 400 to 800. Apply, stating experience and salary required, to Factory Manager, Smedley's Ltd., Wisbech, Cambs.

NEW BOOKS—NEW FILMS

(*Continued from page 19*)

1956, and this book is by way of a tribute to his untiring work in industrial relations. One-time steelworker, local union president, research and engineering director of the United Steelworkers of America, Scanlon's last ten years were spent on the staff of the Industrial Relations Section of the Massachusetts Institute of Technology. For personnel managers these were his most productive years: drawing upon his pioneer experience of union/management co-operation plans in the U.S. steel industry he evolved his now-celebrated plan for industrial partnership.

Briefly (and sketchily) it involves giving employees the benefit of anything the company can save under a *jointly determined* "normal" labour cost for the organisation. But it is not simply profit-sharing, as the term is currently understood. It takes this book to explain the plan in detail.

Films and Filmstrips

THE BRITISH TRANSPORT COMMISSION has published a supplement to its 1958 catalogue of films and filmstrips. It includes some interesting staff instructional films, among them, "Work Study and Tom Howard" (16 and 35 mm., sound, b and w, 20 minutes) which gives a personal account of method study and work measurement, and some human reactions to these techniques. Copies of the supplement can be had from British Transport Films, 25 Savile Row, London, W.1.

MULLARD EDUCATIONAL SERVICE is issuing a new series of filmstrips dealing with the history and basic principles of important scientific developments. The filmstrips are aimed chiefly at secondary modern pupils, but will also offer a valuable science grounding to grammar school arts pupils. The first, entitled "The History of Radio" (35 frames, colour), is available now; the next, "The History of Television", will be released shortly.

A comprehensive set of teaching notes is supplied with the strip. From the distributors: Unicorn Head Visual Aids Ltd., 42 Westminster Palace Gardens, London, S.W.1.—price 20s.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST ALBANS

Keep plumbing clear

REMOVED by the "Sani-Snake" after all attempts by other means had failed.

One blocked waste pipe may cost you anything from £10 to over £100 for excavation or dismantling. A "Sani-Snake" will cost you £10 or less and will eliminate the necessity for such costly work. A very large number of famous manufacturing firms and departmental stores are daily using the "Sani-Snake."

The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.

Write for free explanatory illustrated folder and price list.

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TOTTENHAM ST.,
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OVERALLS

Finest Quality · · Best Value

Famous for over 100 years

Every overall made by Garrould's is a distinctive garment that will satisfy the most discriminating buyer. Let the name Garrould—backed by over 100 years' experience be your guarantee of satisfaction.

Special Quotations for quantities.

Illustrations, prices and patterns of material sent post free on request.

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choose PEEL'S first-to last

for a Peel Pavilion is the permanent answer to all your accommodation problems — Sports and social—providing ample changing facilities for both home and visiting teams, and a pleasant, well-lit hall for entertainment. (If required, special thermal linings can be supplied to give extra warmth.)

Solidly built from NEW timber, PEEL Pavilions are available in standard designs, or can be built to suit individual requirements. Our design team is at your service.

FREE DELIVERY within 200-miles radius

Send for complete catalogue and price list to:—

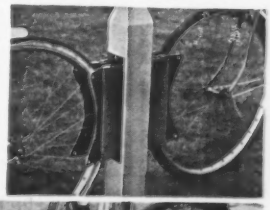
H. PEEL LTD., Dept. P.M.M., Mearclough Works, Wakefield Road, SOWERBY BRIDGE, Yorks. Tel: HALIFAX 81211

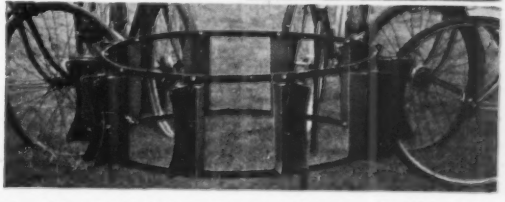
SOUTHERN AREA AGENT: Airflow (Watford) Ltd., Oxhey Lane, Watford, Herts. Tel: Watford 21579

PEEL'S *Sectional* **BUILDINGS**

ABIX CYCLE HOLDERS

ABIX Cycle Holders ▶ fitted two sides of a wooden post, the four sides of which may be utilised if desired. ▼ ABIX Cycle Holders fitted on a frame of circular form some 3 ft. in dia. 10 cycles may be accommodated in this way with ample clearance between.





The ABIX Cycle Holder illustrated here has been designed for use in positions where our well known and popular types of cycle stand might not be convenient.
Robust and durable in construction made entirely of steel with a choice of stove enamelled or galvanised finishes.
The ABIX Cycle Holders will be found not only economical of space but remarkably quick and easy to use.

Please write for illustrated catalogue PM1

ABIX (METAL INDUSTRIES) LTD

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Phone: MOLesey 4361-3 *Grams: ABIX, EAST MOLESEY*
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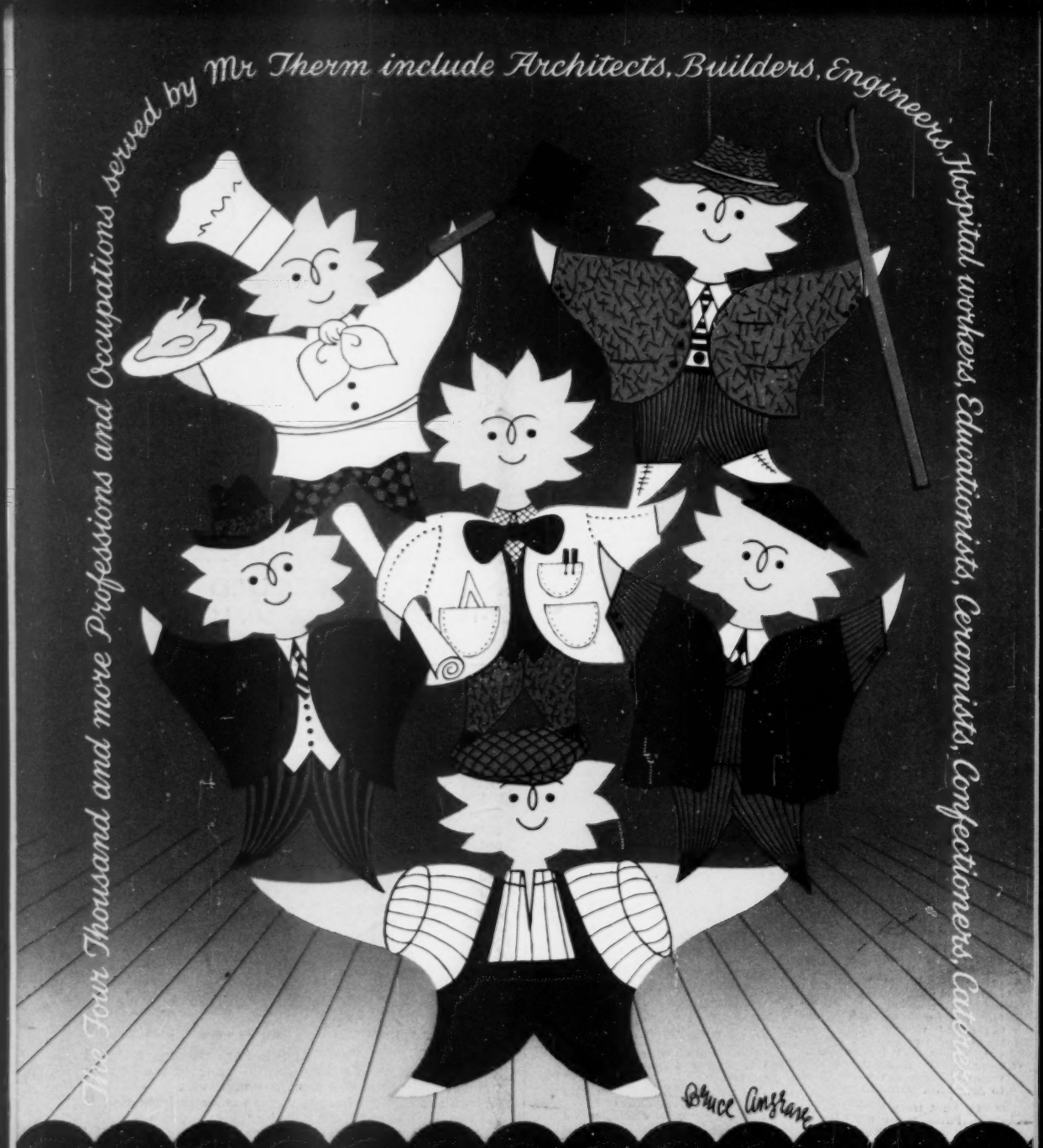
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